

# Contingency Contracting Training

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## Structure and Authority

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***Agile Contracting Support...Anytime...***

Current a/o 15 Dec

***Anywhere***





# Lesson Objectives

- **DOD contracting organizations**
- **Non-DOD/Governmental organizations**
- **Joint Command Structure**
- **CINC Acquisition and Contracting Board and Joint Contracting Office**
- **CCOs in a JTF**
- **Coordination with key personnel**
- **Processing requirements**





# Lesson Objectives

- **Multinational contingency contracting**
- **LOGCAP (AMC Support Contract)**
- **Contract Authority of support personnel**
- **Training for contract support personnel**
- **Operational and Contractual chains of authority**





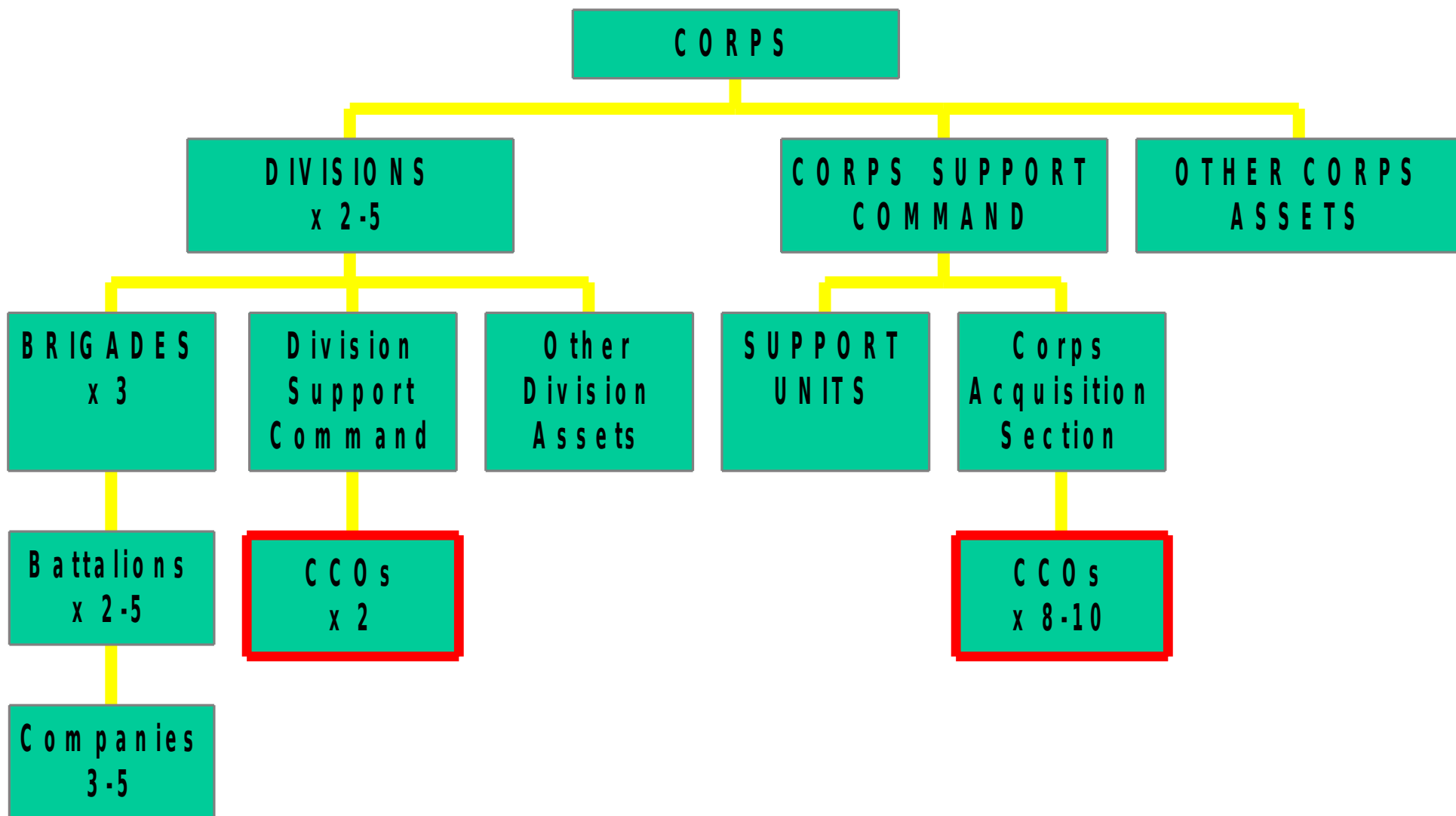
# Homeland Security Operations

## Mission & Capabilities of DoD Contingency Contracting Organizations





# US Army Tactical Structure







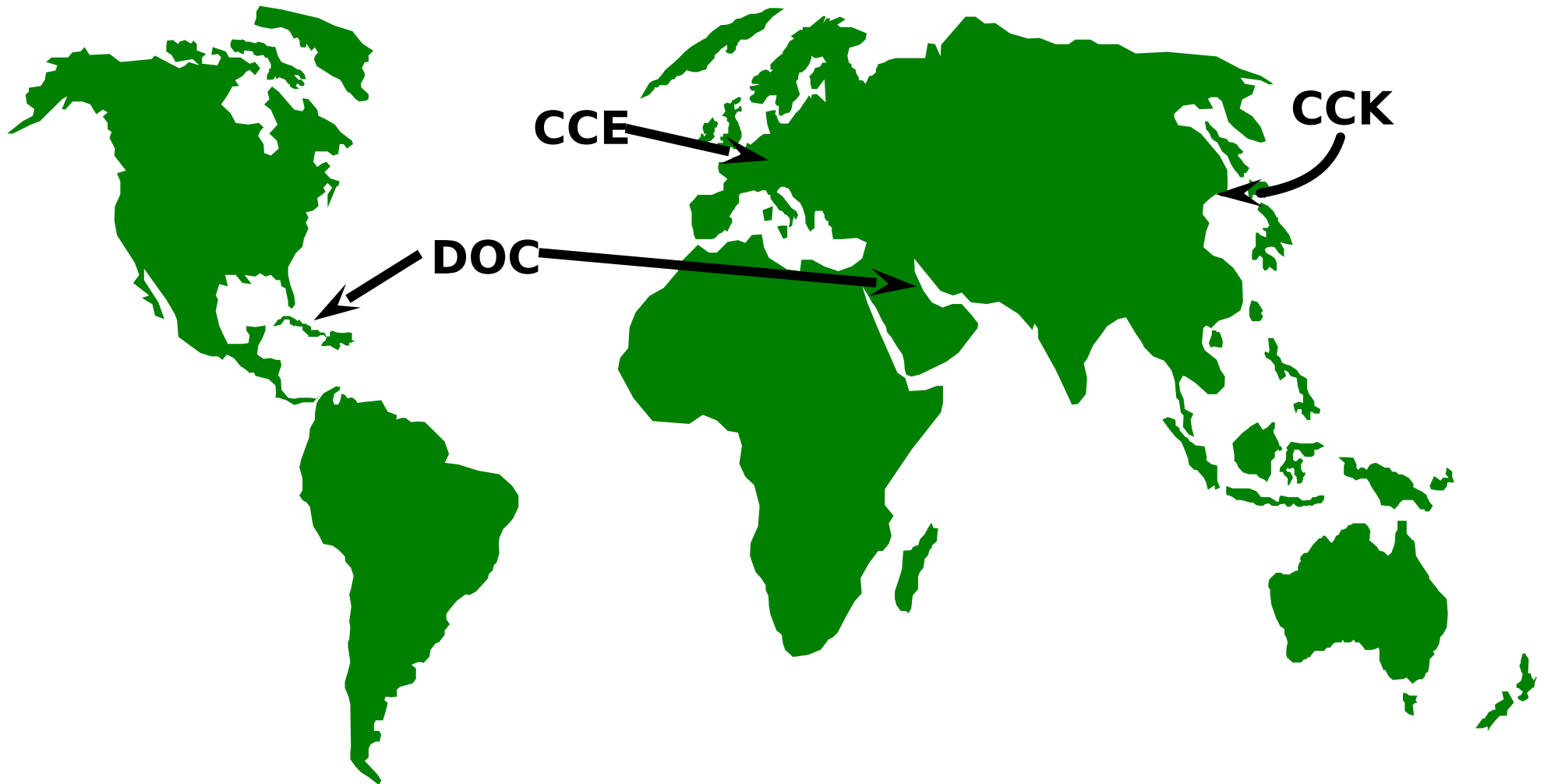
# US Army Contingency Contracting

- Army FAR Supplement Manual No. 2
- CCOs are seasoned officers (CPT/MAJs), but have limited contracting experience
- Senior, experienced CCOs (LTC) at Corps
- Officers are warranted based on certification levels
- CCO NCOs approved and deployed in limited numbers





# OCONUS Contracting Offices







# Army Corps Of Engineers (USACE)

- Responsible for MILCON and related services world-wide
- Contingency Real Estate Support Teams (CREST) Program
  - Deploys into AOR within 24 hours





# US Army Materiel Command

- Wholesale Logistics Management Agency for the Army world-wide
- Deploys teams in support of contingencies
- Typically limited to weapon system support contracts and field depot operations buying
- CCOs must coordinate with USALC contracting activities (preclude duplication of efforts and competition for scarce resources)
- Logistics Civil Augmentation Program (LOGCAP)
  - Force Multiplier for Contingency Operations





# LOGCAP

- Current Contract Awarded by AMC to Brown and Root
- FFP & CPAF (Estimated Value \$10B)
- 1 Base Year, 4 Option Years
- Top five most likely regional contingencies are planned
- Delivery Orders (DO) for “Events”
- DO “Events” Support Contingencies:
  - Base Camp Construction and Operations
  - Supplies, Services, and Facilities
  - Maintenance and Transportation





# LOGCAP

- Designed to provide an initial augmentation in support of forces for up to 180 days
- Not intended to function as a contract vehicle for long term sustainment during contingencies
- Within 15 days: Receive 1,500 troops/day
- Within 30 days: Support 25,000 troops in 8 base Camps/180 days (minimum)
- Administration Shared by AMC and Defense Contract Management District-International (DCMD-I)





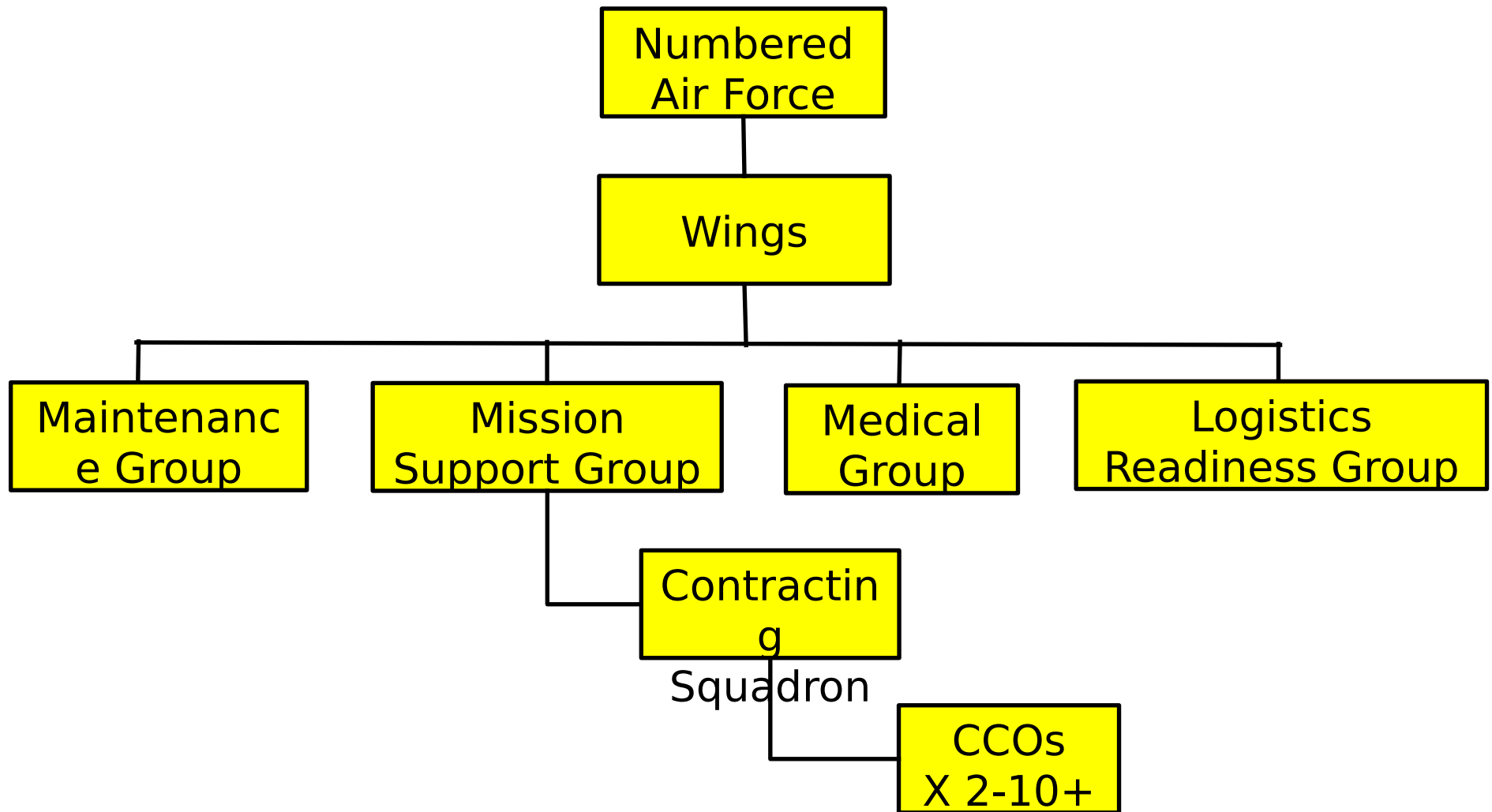
# LOGCAP

- Administered by DCMD-I deployed teams on-site during a contingency event
- Utilized in Somalia, Rwanda, Haiti, and Bosnia (original contract under USACE)
- Previous contract (DynCorp) employed in East Timor
- Current contract operating in Kosovo





# US Air Force Tactical Structure







# US Air Force Contingency Contracting

- AF FAR Supplement Appendix CC
- Well structured and organized, fully integrated in Joint Planning and Execution System (JOPES)
- Unit Type Codes (UTCs) specify personnel/equipment for specific plans
- CCOs are SrA (E-4) and above with warrants based on certification level





# AFCAP Contract

- Awarded to Readiness Mgmt Support Inc.
  - Joint Venture of Johnson Control World Services and Lockheed Martin Logistics Mgmt
- Administered by Air Force Civil Engineer Support Agency, at Tyndall AFB, FL
- CPAF with 0% base 4% award





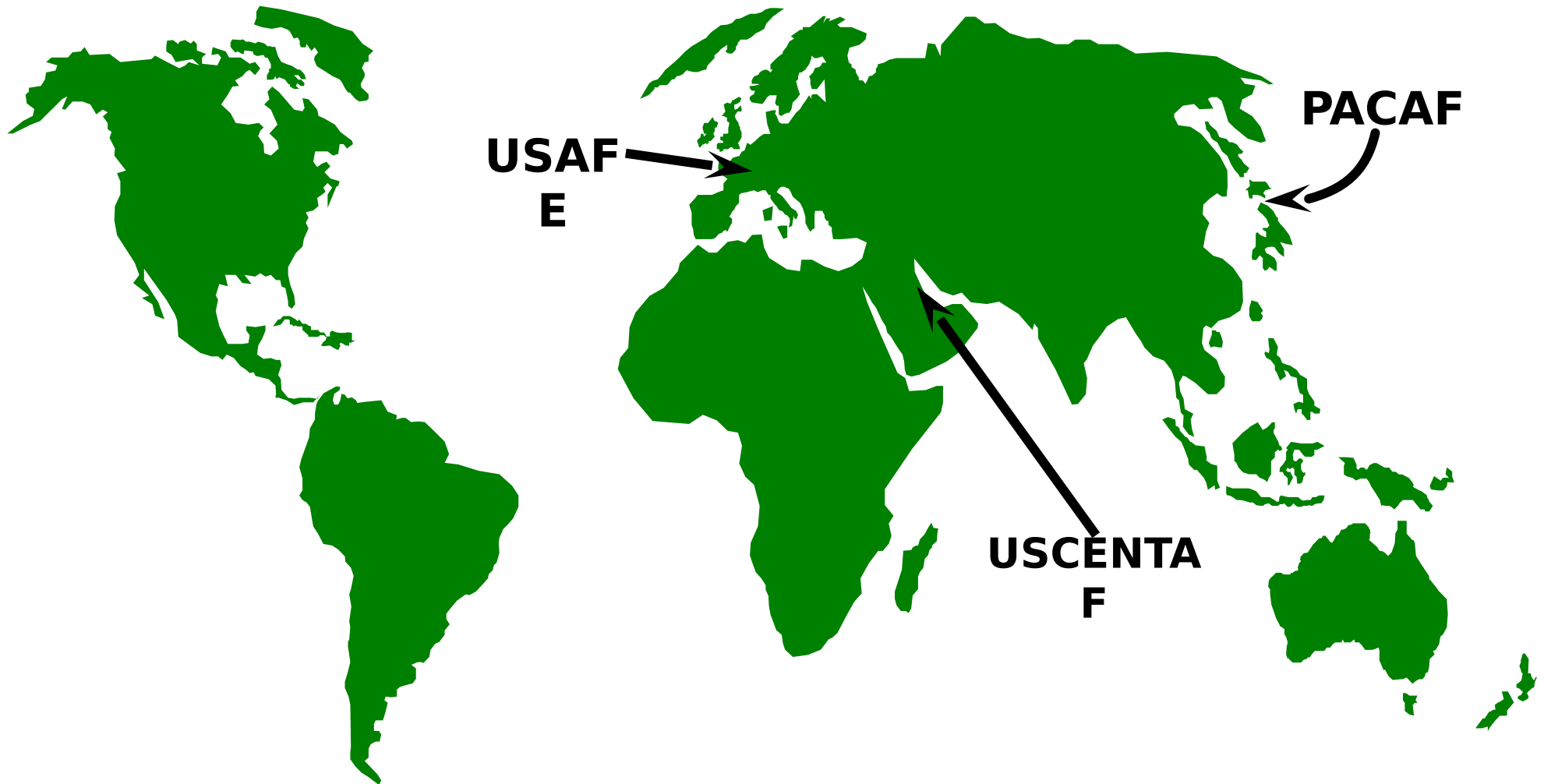
# AFCAP Contract

- Scope
  - MOOTW activities (includes Domestic Disasters)
  - BOS work - civil engineering and services
  - World-wide Mgmt Plan for 10,000 troops
  - Site Specific Plan



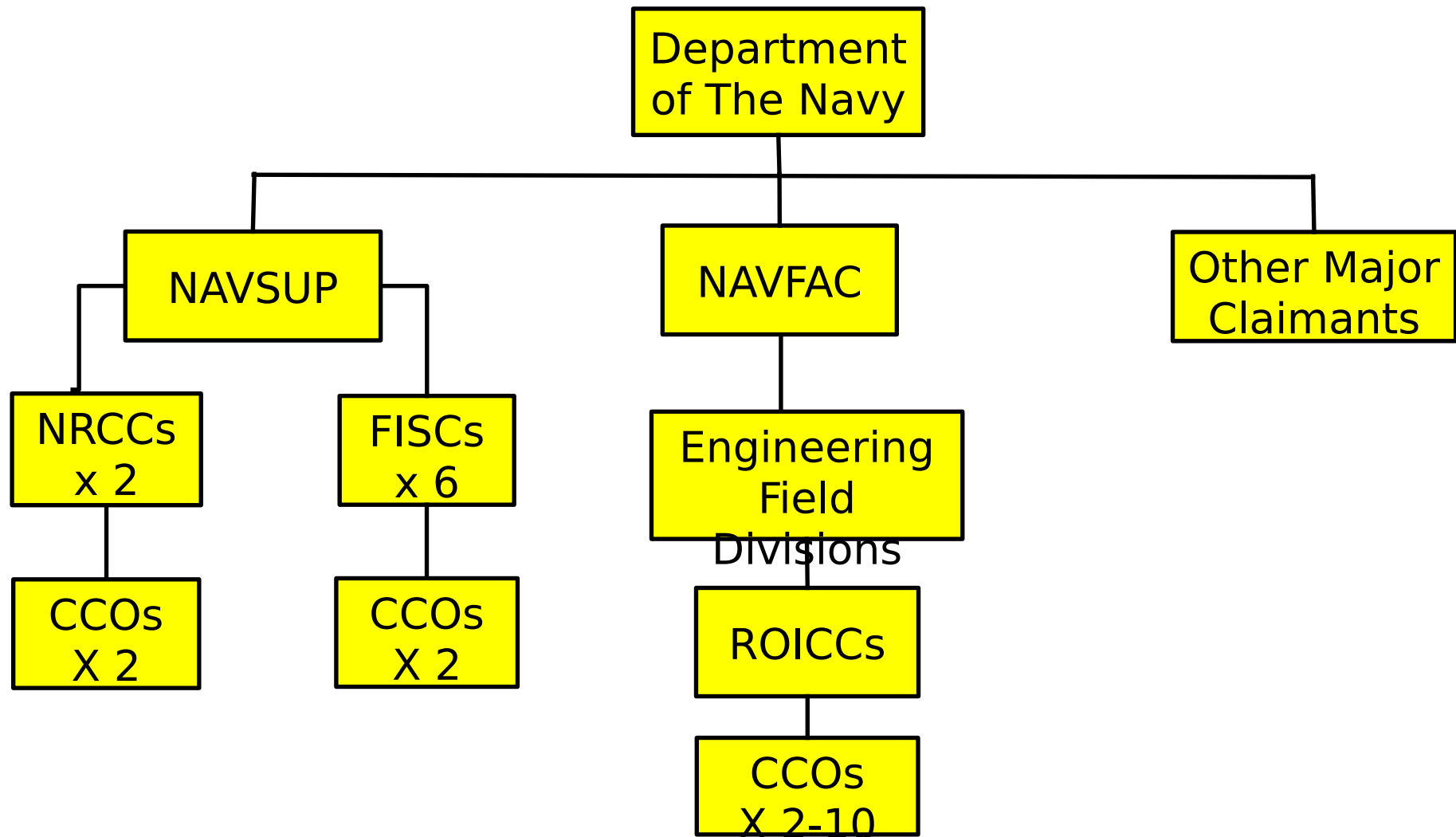


# AF OCONUS Contracting Offices



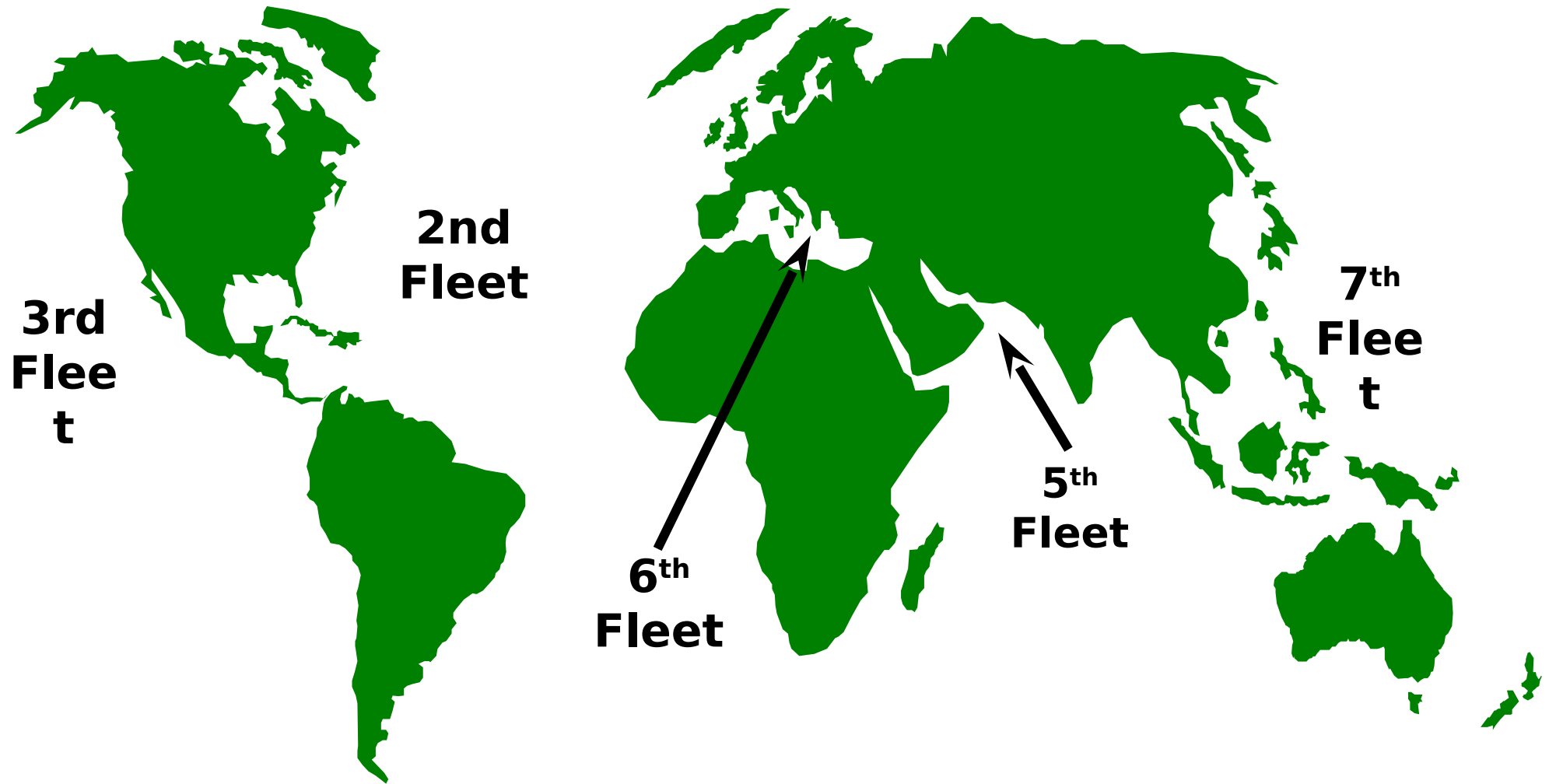


# US Navy Tactical Structure





# US Navy Tactical Structure







# US Navy Contingency Contracting

- Naval Contingency Contracting Handbook
- Each ship afloat has a Supply Officer with limited procurement authority (SAT or less)
- Naval Supply Systems Command (NAVSUP)
- Naval Facilities Engineering Command (NAVFAC)





# NAVSUP

- Responsible for the Navy's Field Contracting System
- Naval Contingency Contracting Program (NAVSUPINST 4230.37A)
- Navy's executive agent for contingency contracting
- Network of NRCCs and FISCs world-wide
- Maintains "battle roster" of CCOs with SAT and above SAT for world-wide deployment





- Responsible for all public works center, construction, utilities, and related services world-wide
- Network of ROICCs
- Seabees - organic construction workforce of NAVFAC
- Emergency Construction Capabilities (CONCAP) Program





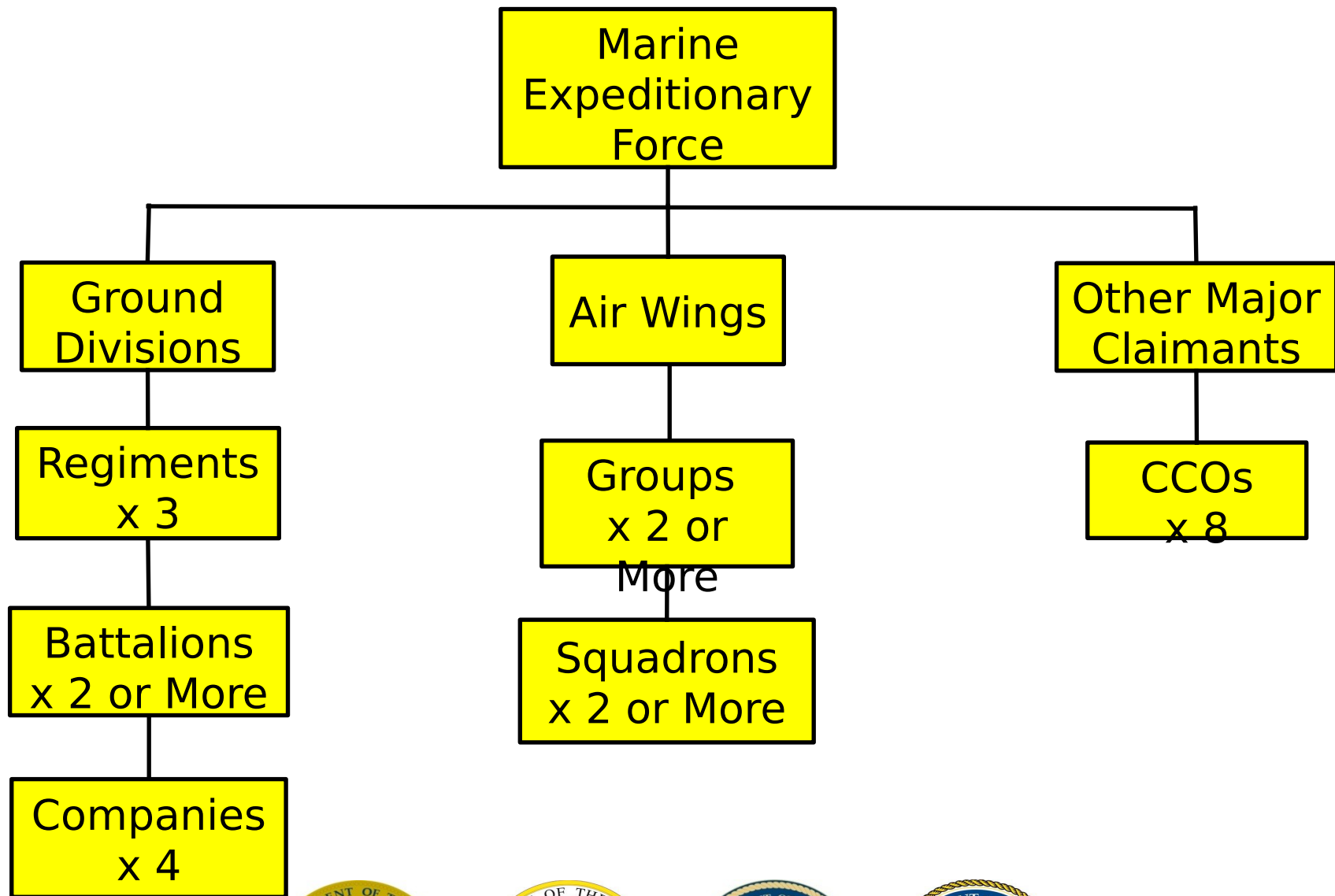
# CONCAP

- Similar Program to the Army's LOGCAP
- Focus on construction and related services
- Global IDIQ Contract :
  - J.A. Jones/Perini Joint Venture
  - NAVFAC is PCO and retains ACO duties





# US Marines Tactical Structure





# US Marines Contingency Contracting

- Marine Corps Purchasing Procedures Manual, Appendix B
- In the FSSG, the Chief (CPT/MAJ) has unlimited warrant, 7 NCOs have SAT warrants
- Regional Contracting Offices







# DCMC Contingency Contracting

- Teams created as needed (CCAS team)
- Selected, qualified, and trained in advance
- 12-17 personnel per team: CDR, ACO, Contract Specs, QA Specs, Property Specs
- Designated AMC agent for LOGCAP Admin
- Permanent OCONUS offices





# US Transportation Command (TRANSCOM)

- Unified Command
  - Responsibilities based on Function
- Functional and procurement authority for strategic movement and terminal operations world-wide
  - US Army Military Traffic Management Command (MTMC - ground)
  - US Navy Military Sealift Command (MSC - sea)
  - USAF Air Mobility Command (AMC - air)





# Roles and Missions of Non-DoD Agencies and NGO's





# Department of Homeland Security

- Primary coordinating agency for disaster and terrorism response and recovery activities
- First Respondent is the Federal Emergency Management Authority (FEMA)-coordinates efforts of state and local governments and other federal agencies
- FEMA has developed a Federal Response Plan with emergency support functions (ESFs) for Federal agencies - equivalent to military OPLANs for various disasters/contingencies





# Homeland Security Lead Agencies

## Lead Agency

Homeland Security (HS)  
(FEMA)

USDA

HHS

## Sector(s)

- Emergency Services
- Continuity of Government
- Information & Technology
- Postal & Shipping
- Transportation
- Agriculture
- Food, Meat & Poultry
- Food all other products
- Public Health





# Homeland Security Lead Agencies

## Lead Agency

## Sector(s)

EPA

- Water
- Chemical & Hazmat

DOE

- Energy

Treasury

- Banking and Finance

Interior

- National Monument & Icons

DOD

- Defense Industrial Bank







- DoD is lead agency for Public Works and Engineering
- DoD is a support agency for other 11 ESFs
- CCO support of Hurricane Hugo, Andrew, and Marilyn relief efforts
- National-Level Requests for Military Support
  - Director of Military Support (DOMS)  
(Secretary of the Army)
  - Defense Coordinating Officer (DCO)





# US Embassy Procurement Capabilities

- General Services Officer (GSO) for the Embassy has up to unlimited warrant
- Excellent source for CCO to get market data on local sources of supplies and services
- May be helpful in resolving disputes and providing information on local business practices and customs
- Independent of DoD





# Non-Governmental Organizations (NGOs)

- Defined as: non-commercial entities that are not part of the US or foreign gov'ts
- Examples: Red Cross/Red Crescent, Catholic Relief Services, CARE
- Relationship with UN, US and Host Nation varies as does CCOs authority to interact
- Exercise caution in providing/receiving support to/from NGOs





Discuss the NCA, NSC, CINC's and the JTF





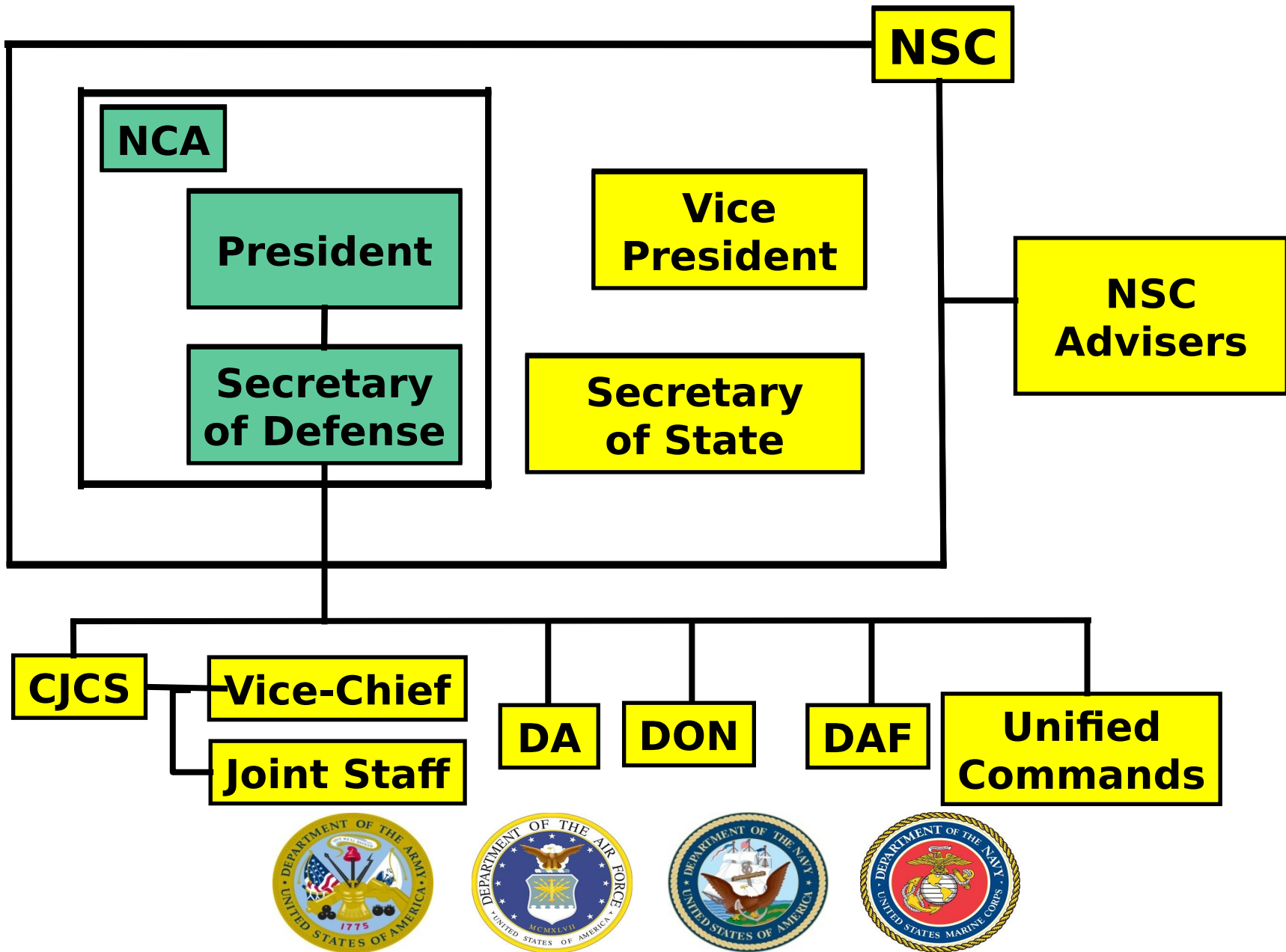
# NCA & CINC Structure

- National Command Authority (NCA) and National Security Council (NSC)
- Chairman of the Joint Chiefs of Staff (CJCS)
- 9 Unified Command Organizations (Unified Commander's responsibilities based on functions or geographical areas)





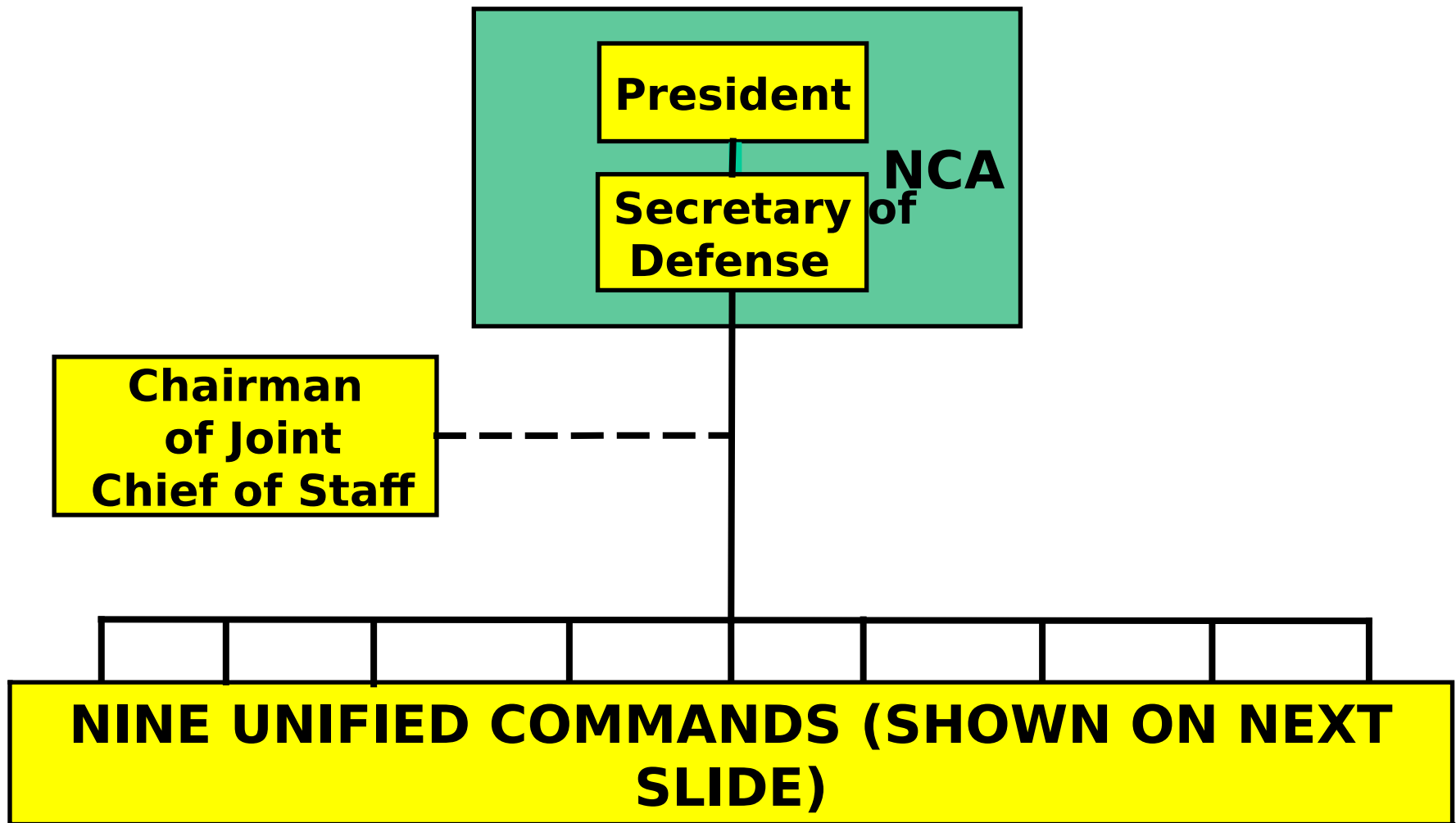
# National Security Organization

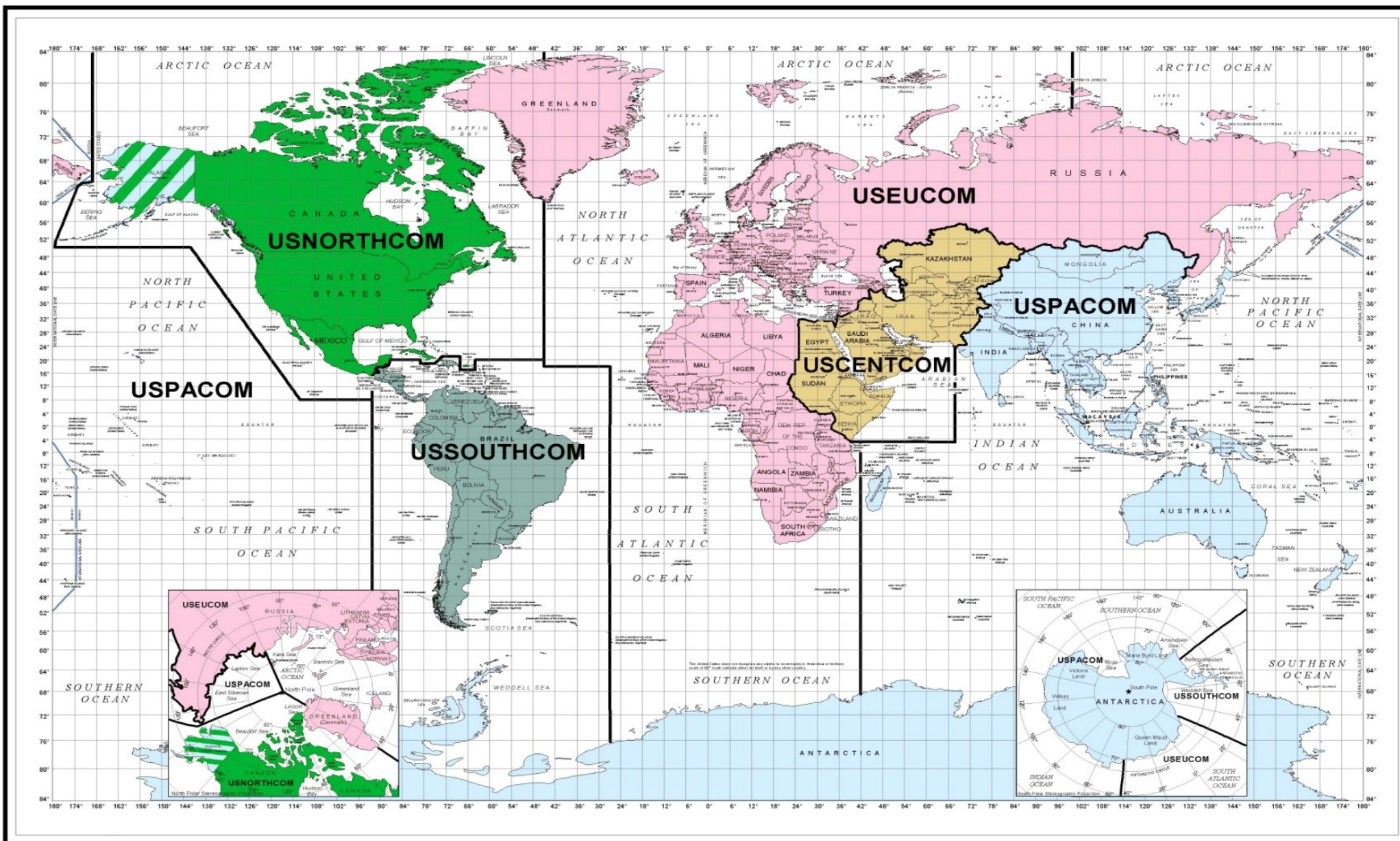






# Unified Command Organization



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NATIONAL IMAGERY AND MAPPING AGENCY  
Map information as of 2002.State of Alaska assigned to USNORTHCOM's  
Area of Responsibility. Forces based in Alaska  
remain assigned to USPACOM.Maritime boundary provisionally applied pending  
formal exchange of instruments of ratification.

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MILLER CYLINDRICAL PROJECTION

The 1950 Israeli proclamation that  
Jerusalem be the national capital is  
not recognized by the United States.+ West Bank and Gaza Strip - "Israeli-occupied with current  
status subject to the Israeli - Palestinian Interim Agreement - -  
permanent status to be determined through further negotiation."© COPYRIGHT 2002 BY THE UNITED STATES GOVERNMENT  
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MAP EFFECTIVE 1 OCTOBER, 2002

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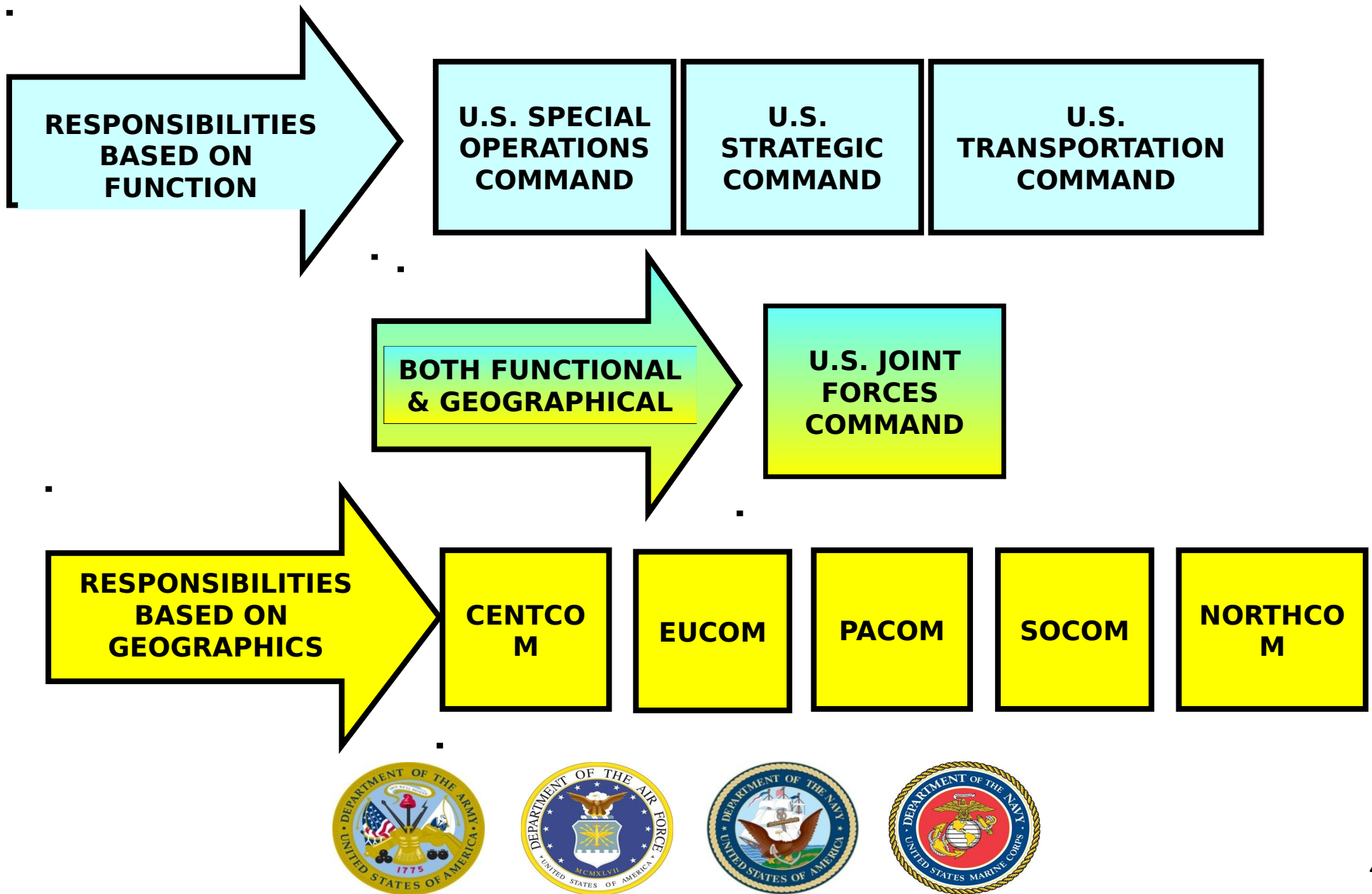


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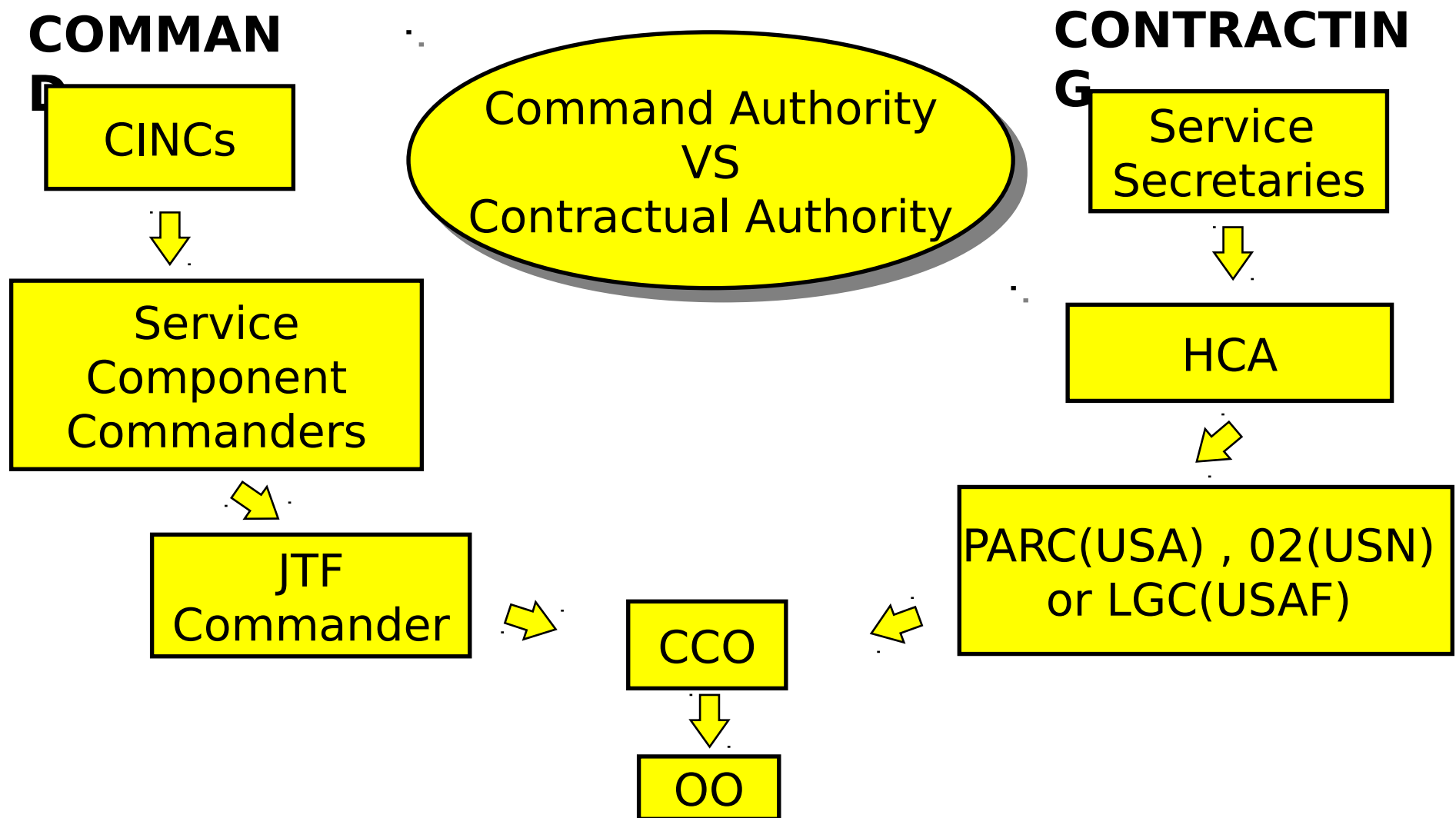
# Unified Command Responsibilities





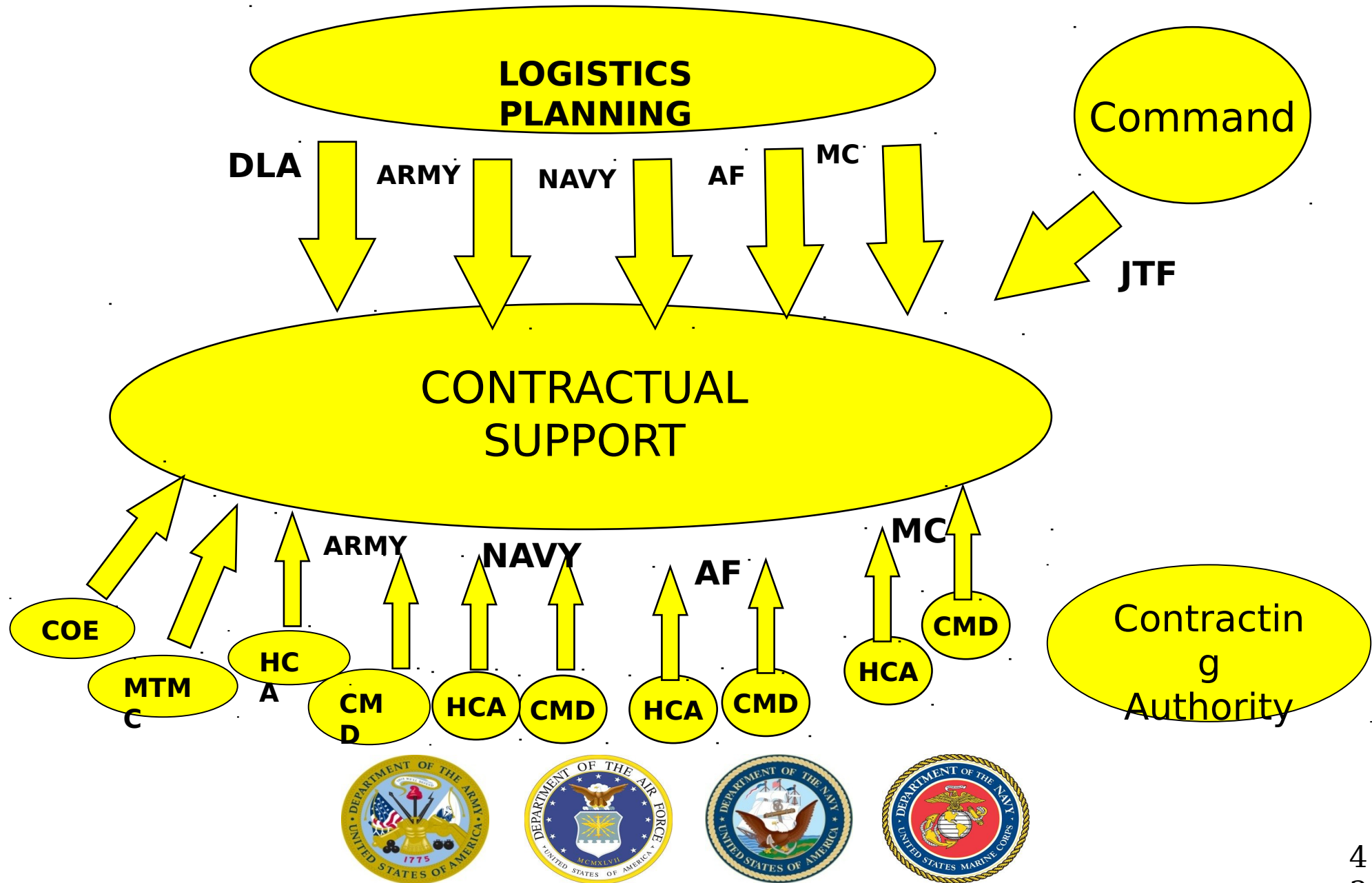


# Lines of Authority





# Joint Contracting Environment





# CINC Acquisition and Contracting Board

PARC

J4/7-ENG

JLSC

JA

CHIEF, HNS

CCJ4/7

CACB

RM

ARMY  
REP

NAVY  
REP

A. F.  
REP

MARINE  
REP

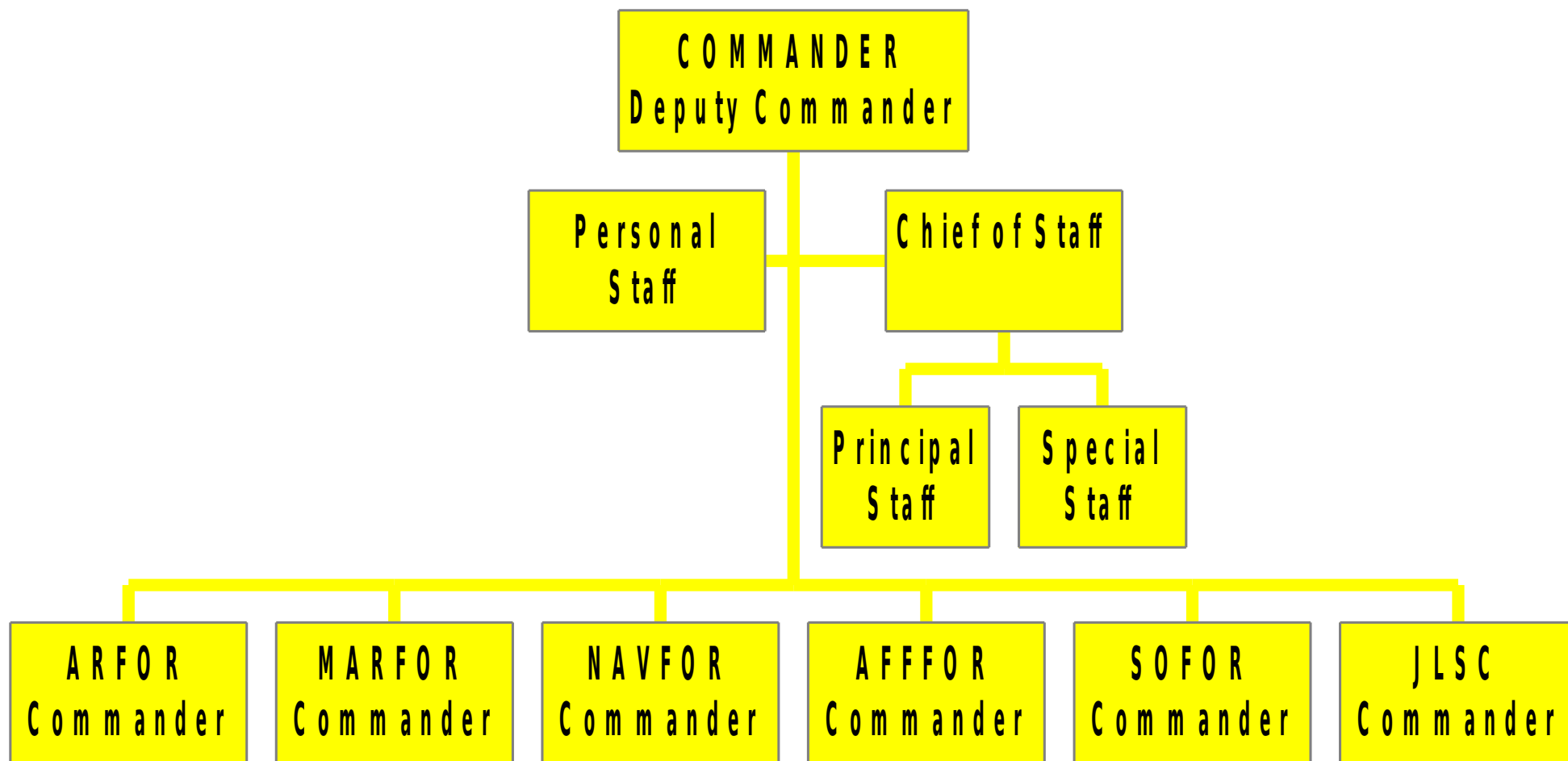
EXAMPLE





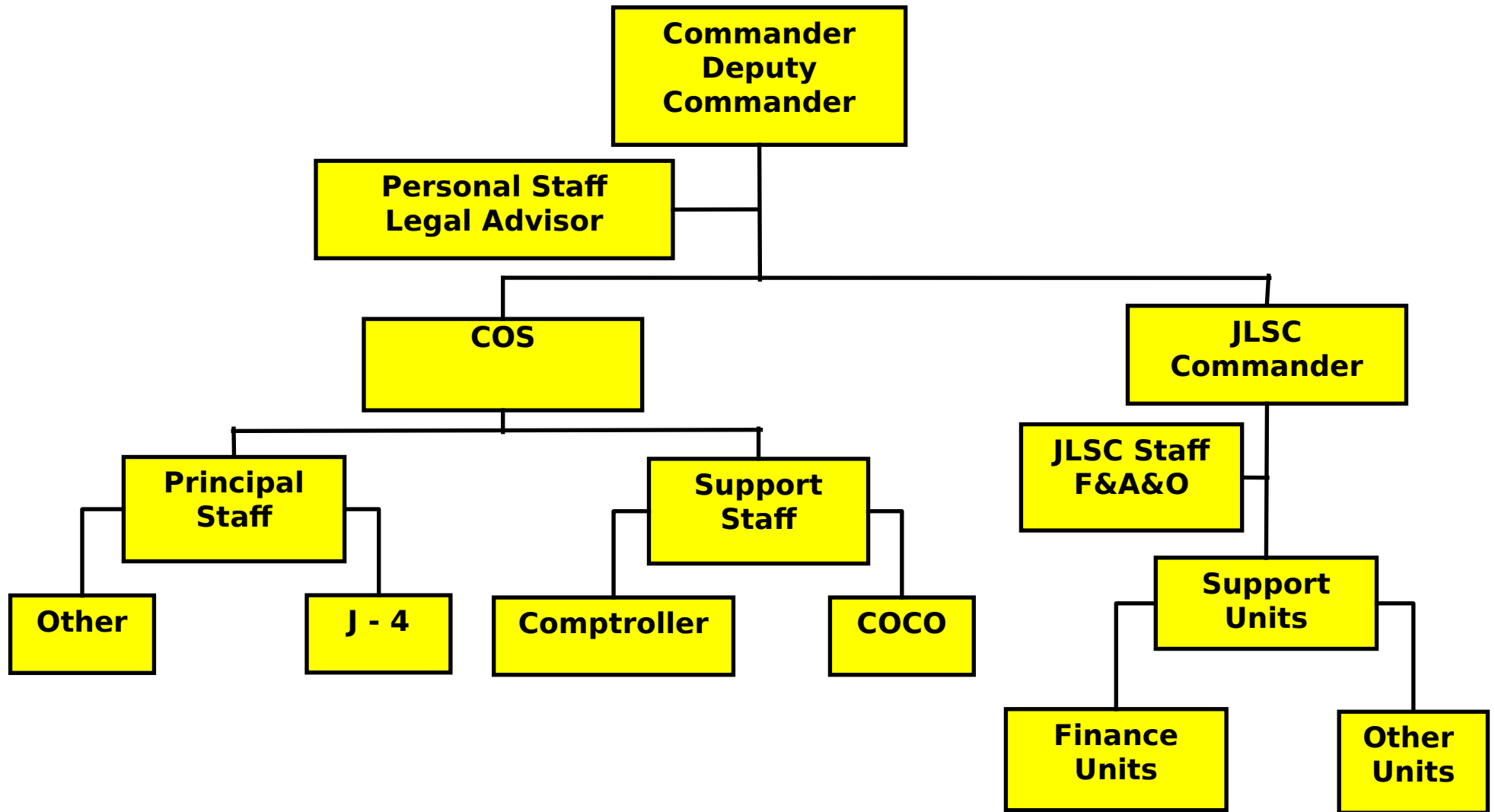


# JTF Command Structure





# JTF Staff Structure





# JTF Chief of Contracting

- **Joint Contracting Command needed to functionally support the JLSC concept**
  - serves vital communication and coordination role (requirements & priorities)
- **Highly desirable - designation brings forth additional FAR/DFARS Authority**
  - Inherent Authority of a COCO
  - CCO Appointment
  - J&A approval
  - Ratification authority





# CoCo / CCO Working in a JTF

- **Immediately upon arrival in theater Brief Superior on:**
  - **Contracting Manpower Requirements**
  - **Joint Usage Arrangements**
  - **Local Purchase Resources**
  - **Regulatory Restrictions**
  - **Request for Deviations**
  - **Additional Duties**





# U.S. Contracting - Vs - Multinational Contingency Contracting





# Multinational Contingency Contracting

- **Procurement Remains a National Responsibility**
- **Significant Concerns of a Multinational Force as compared to US-only Contracting Operations**
  - Rules, procedures, and forms for UN and NATO differ from FAR
  - Procurement authority is typically held at much higher levels
  - National procurement followed by reimbursement places premium on timely and accurate record keeping







# United Nations (UN)

- **When the UN Security Council approves the use of multinational forces for a Peace Keeping Operations (PKO)**
  - **National militaries can use own procurement channels (without reimbursement)**
  - **Local procurement under UN procedures typically causes long delays (function of UN CAO)**
- **UN practices (auctioning) can affect the effectiveness of US CCOs in operational areas**
- **Transitioning to a UN controlled mission**





# North Atlantic Treaty Organization (NATO)

- **AD 60-70 procurement reg is similar to FAR**
- **NATO Maintenance and Supply Agency (NAMSA) is executive agent for procurement**
- **Operations in Bosnia**
  - **A joint or multinational contracting command was created to support the operation**
  - **Three challenges arose**





# Responsibilities of a CCO in a JTF





# The CCO

- **Mission**
- **Responsibilities**
- **Ethical Considerations**





# CCO Mission Environment

- **Contingencies are by their very nature emergency situations**
- **Physical danger (yes you could get shot!)**
- **16-18 hour day is the norm, 7 days a week**
- **Little vendor knowledge of US contracting**
- **J&As and D&Fs are very common**
- **Bottom Line....Deployed forces don't need another bureaucrat**





# Office Operating Procedures

- **Establish hours of operation**
- **Location for submission of requirements**
- **Establish a set of rules for customers submitting requirements.**
  - **Samples of Purchase Request documents**
  - **Samples of Statements of Work**
- **Explain Contractual Authority, and Limitations**







# Interface With Personnel

- **Liaison with Key Personnel**
  - **Customer**
    - **Submission & Validation of requirements**
    - **Delivery/Payment Procedures**
    - **Quality Assurance**
    - **Supply Interface**
  - **Contractor**
    - **Emergency Source List**
    - **Delivery Procedures**
    - **Payment Procedures**





# Responsibilities To The Supported Command

- **Common Military Skills**
- **Anticipate Requirements**
- **Impact to Local Economy (may become the largest employer in area)**
- **Impacts on the JTF mission (economic, political and geopolitical)**





# Risk Management

- **Balancing the FAR/DFARS against the national interests which resulted in the deployment of forces**
- **Still need to protect the taxpayer**
- **Can't always do the job "by the book" in a contingency**
- **Document all contracting that is outside of normal FAR/DFARS contracting.**





# Ethical Considerations

- **Gifts from vendors, cash, jewelry, alcohol, sex or anything else of value**
- **CCO's must be mentally and morally prepared for these temptations**
- **Departure gifts, what's acceptable?**
- **Integrity, once compromised is almost impossible to get back**





# **Roles & Responsibilities of OOs, CORs, GCPC Holders, and Class “A” Agents**





# CCO Responsibilities

- **OOs**
  - **Appointed & authority to use SAT methods below the micro-purchase threshold (\$2,500)**
- **CORs**
  - **Appointed by CCO/COCO; technical rep to monitor contractor compliance and performance**
- **Class 'A' Agents (Disbursing)**
  - **Make cash payments**
- **GCPC Holders**
  - **Make purchases similar to OOs**







# Contracting Support Personnel

- **Limitations and Control Measures:**
  - **Contracting support personnel require:**
    - oversight
    - guidance
  - **Establish control procedures and frequency of reporting (SOPs)**
    - regular contact with CCO
    - monthly reporting
  - **Coordination with J-1/G-1 to control redeployment**





# Summary

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Anywhere***